

Strategic Plan

2020-2024



from the office of
GRANT COUNTY SHERIFF
Tom Jones

35 C Street NW/P.O. Box 37 · Ephrata, Washington 98823

509-754-2011 ext. 2001

<http://www.grantcountywa.gov/sheriff/>

Professionalism ♦ Integrity ♦ Accountability

Message from Sheriff Tom Jones



It is my honor to release the 2020-2024 Strategic Plan for the Grant County Sheriff's Office. Over the past several years, our office has been progressive in annually reviewing our Strategic Plan to ensure that we are on track to meet the goals of the plan or what we need to work on to ensure we are on track with meeting the goals.

In 2019, our #1 goal was to Strengthen the Office through improve recruitment of employees. One of the ways we would do that through our Strategic Plan was to create a platform that defines competitive advantages to come to the Grant County Sheriff's Office. Some of those include incentive pay such as bilingual, education, FTO, K9 and tactical response team. Also include the great benefits, vacation leave, retirement plans as well as longevity pay.

The other facet was to utilize appropriate forms of recruiting platforms such as our website, Facebook, Twitter, and Nixle. I believe we were tremendously successful in this realm. We have recruited and hired some incredible staff members with the office. Our staff felt we were meeting the goal of recruiting quality employees and therefore removed goal #1.

In November of 2019, our staff made a push to get a voter approved 3/10% law and justice sales tax approved with the priority of building a new correctional facility. The voters approved the proposition by 62%, thus seeing the need to build a new jail. With that in mind, we felt it was extremely important to make the building of a new correctional facility for the county a Strategic Plan priority.

We developed a new goal #1 stating: Construct a new Correctional Facility to meet the needs of the residents of Grant County. We prioritized strategies on how to achieve this goal and make them measurable to ensure we are staying on track and in line to be successful.

As I stated previously, we review our strategic plan annually to ensure we are on track to meet our goals and setting new ones if we are successful in meeting them.

I am currently in my 10th year as your elected Sheriff. I continued to be humble in my capacity and will continue to do everything in my power to work hard for you and also ensure that our staff is working hard for you as well.

Respectfully,

A handwritten signature in black ink, appearing to read "Tom Jones". The signature is stylized and fluid.

Tom Jones, Sheriff

Our Mission

*Enhance the quality of public safety through unbiased public service,
in cooperation with the communities we serve.*

Our Vision

*To provide a consistent, cohesive organization based upon communication,
education, accountability and loyalty to ourselves and the community.*

Our Values

Professionalism, Integrity and Accountability

Professionalism

*We are committed to service by our actions and behaviors to a higher standard of
conduct and responsibility.*

- *To maintain ethical behavior on and off duty*
- *To maintain a high level of personal appearance to represent the
organization*

Integrity

*We value candor, honesty and ethical behavior and we are committed to doing the right
thing for the right reason.*

- *Demonstrate trustworthiness, confidentiality and sound decision making.*
- *Embrace and uphold the highest standards, values and principles.*
- *Display undivided courage to withstand adversity*
- *Accept and respect differences*

Accountability

*We acknowledge that we are accountable to everyone we serve and to each other for our
actions and decisions and we welcome that responsibility.*

- *Communicate with honesty and timeliness*
- *Perform at the highest standard*
- *Use resources effectively*
- *Admit and correct mistakes*

Agency Profile

(Organizational Overview)

The Grant County Sheriff's Office is staffed with 123 full time employees, 3 contract employees and 10 volunteers. There are 57 commissioned law enforcement officers, 41 correctional staff and 25 support staff. Of the 10 volunteers there is 1 Reserve Deputy, 4 Mounted Posse Members, 4 Public Information Officers and 1 Chaplain.

Administration

- Sheriff
- Administrative Assistant
- Undersheriff
- Field Operations Chief
- Special Operations Chief
- Corrections Chief
- Emergency Management Chief

Field Operations Division

- 1 Lieutenant
- 4 Patrol Sergeants
- 4 Patrol Corporals
- 20 Patrol Deputies
- 1 Motor Traffic Unit Sergeant
- 2 Motor Traffic Unit Deputies
- 1 Coulee City Deputy (contract)
- 1 Desert Aire Deputy (contract)
- 2 Utility Deputies
- 3 Traffic Safety Team

Special Operations Division

- 1 Special Operations Sergeant
- 1 Special Operations Corporal
- 1 INET Sergeant
- 4 Major Crimes Detectives
- 2 INET Detectives
- 2 Off Road Vehicle Deputies
- 1 Registered Sex Offender Tracking Deputy

Corrections Division

- 2 Lieutenants
- 6 Sergeants
- 5 Corporals

- 28 Deputies

Emergency Management Division

- 1 Coordinator
- 1 Specialist

Support Staff

- 1 Support Specialist Supervisor
- 1 Civil Specialist
- 1 Evidence/Property Room Specialist
- 1 Financial Specialist
- 13 Support Specialists
- 2 Registered Nurses
- 5 Cooks
- 1 Maintenance Staff

Contract

- 1 Traffic Safety Coordinator
- 1 Corrections Physician
- 1 Corrections Physician's Assistant

Volunteer Staff

- 1 Reserve Deputies
- 4 Mounted Posse
- 4 Public Information Officers (PIOs)
- 1 Chaplain

Through our Mission, Vision and Core Values Statements the Grant County Sheriff's Office will use the strategic plan to guide and direct us in responding to, and making those decisions we do, in serving the community on a continual and ongoing basis.

We will...

- | | |
|---------|--|
| Goal #1 | Design and build a new Correctional Facility to meet the needs of Grant County residents |
| Goal #2 | Improve communications and distribution of information throughout the Grant County Sheriff's Office |
| Goal #3 | Maintain and preserve accreditation standards through the Washington Association of Sheriffs and Police Chiefs (WASPC) |
| Goal #4 | Achieve and preserve Jail accreditation standards through the Washington Association of Sheriffs and Police Chiefs (WASPC) |

Goal #1
**Design and build a new Correctional Facility to meet the needs of
Grant County Residents**

Over the past 34 years, the Grant County Jail, originally opened in 1986 for 85 beds, has experienced a dramatic increase in incarcerations. In 1997 the jail was modified to 198 beds. Since that time, we have experienced significant issues with the facility. More recently, we have experienced more and more inmates with both mental health and drug addiction disorders. The current facility does not have room to adequately deal with the multitude of issues that these two disorders bring.

With the increase of violent and gang related crimes, we've had to change our philosophy on classifying inmates. The more violent inmates limit our ability to mix our lower classified population with them. With the lack of specialized housing to provide safety to the entire population, our current space has been limited. Because of the influx of violent inmates and lack of specialized housing, we have been on booking restrictions nearly 65% of the time.

The condition of the current facility is dilapidated and very difficult to find replacement parts for. Nearly \$250,000 per year is spent to maintain the facility. The current jail is operating at 200% capacity it was designed for. Instead of being a 34 year old facility, the operation age is 68 years old.

To do this we will use the following strategies:

- 1.1 Plan, develop and create a public education product for the voting public.
 - Solicit team members to develop public product
- 1.2 Get support for Proposition 1 from local municipalities
 - Moses Lake
 - Quincy
 - Ephrata
 - Soap Lake
 - Warden
 - Mattawa
 - Grand Coulee
- 1.3 Request County Commissioners to complete Resolution to place Prop 1 on the voting ballot
 - November 5th General Election
- 1.4 Conduct a public campaign
 - Different Platforms
 - TV Media
 - Newspaper
 - Social Media

- Nixle (Internal Media)
 - Brochures / Informational Packets
- 1.5 Hold public meetings to educate voters on ballot initiative
 - Venues
 - Town Hall Meetings with the Public
 - City Council Meetings
 - Service Groups
- 1.6 Hold general election and await results
 - If voter approves Proposition 1, the 3/10% sales tax rate would take effect January 1
- 1.7 Formalize and implement a build and design team
 - Law and Justice Council by county resolution
 - Build Team
 - Including internal and external stakeholders

We will measure our success by:

- ✓ Develop a strong and common sense plan so the public has a clear picture of what the 3/10% law and justice tax means to them, financial impact and impact of a new correctional facility
- ✓ Education of the public to the conditions of the current facility and the approximate costs of a new jail through media, social media, town hall meeting and public meetings. .
- ✓ If voter approved, move into Architectural firm selection phase which would include sight selection, conceptual drawings hiring GM and construction of new facility.

Goal #2

Improve Communications and the Distribution of Information Throughout the Grant County Sheriff's Office

Effective internal communication relies upon the entire team supporting the concept. We all must understand the problems brought about by a lack of communication. Basic communication skills are important throughout the organization, including active listening, understandable speech, intelligent questioning and dynamic feedback. Training, review and practice can hone these skills.

We will use the following strategies:

- 2.1 Maintain a clear vision with strategies and goals.
 - To provide for a clear understanding of the directions we are headed through effective communication throughout the Sheriff's Office.
- 2.2 Identify our target audience.
 - Ensure that the message is reaching all of the employees that it should; a specific group within the Office (i.e. patrol, corrections, support) or the agency as a whole.
- 2.3 Provide for a clear and transparent message.
 - Deliver all the necessary details with specificity in our communications to eliminate opportunities for misunderstanding.
- 2.4 Use a reliable channel of communication.
 - Hard copy, email, text, verbal, face to face.
- 2.5 Ask for feedback and listen.
 - Be willing to listen to each other with an open mind presuming good intent.
- 2.6 Continue to engage our employees in meaningful participation in relevant projects.
- 2.7 Monthly newsletter will be published to staff made up of information given by the Chiefs.

We will measure our success by:

- ✓ Reduction in complaints of confusion.
- ✓ Reduction in tasks not completed in a timely manner.
- ✓ Reduction in a duplication or redundancy of our efforts.
- ✓ Reduction of mistakes.
- ✓ Increased productivity.
- ✓ Increased participation and interest.
- ✓ Increased consistency.
- ✓ Increased use of our Empowerment Model.

Goal #3

Maintain and Preserve Agency Accreditation Standards Through the Washington Association of Sheriffs and Police Chiefs (WASPC)

The purpose of law enforcement agency accreditation is to professionalize the law enforcement industry by providing a review process for agencies to be certified as operating under industry best practices and standards. In 1976 the Washington Sheriffs and Police Chiefs Association was directed by the Washington State Legislature to develop standards and goals for Washington State Law Enforcement.

Benefits of Accreditation Include:

- To increase public confidence in the agency
- To increase credibility
- To provide a systemized agency self-assessment
- To broaden perspectives
- To intensify administrative and operational effectiveness
- To ensure recruitment, selection, and promotion processes are fair and equitable
- To strengthen understanding of agency policies and procedures by agency personnel
- To improve agency morale and pride
- To decrease susceptibility to litigation and costly civil court settlements
- To potentially reduce liability insurance costs
- To provide state and local recognition of professional competence

Accreditation is not required by law but it is strongly suggested.

We will use the following strategies to meet the requirements of the accreditation process which occurs in eight phases:

- 3.1 Interest and Contract
 - We will continue to work with WASPC's Director of Professional Services in developing and improving guidelines for the accreditation process and in the process maintain our contract with WASPC.
- 3.2 File Maintenance
 - We will continue to gather proof of our ability to meet the standards and proof of the Sheriff's Office institutionalization of the standards.
- 3.3 Self-Assessment
 - We will continue to gather proof of our ability to meet the standards and proof of the Sheriff's Office institutionalization of the standards.

3.4 On-Site Assessment and Evaluation

- The on-site assessment team, as assigned by the WASPC Director of Professional Services, is a group of volunteer assessors from law enforcement agencies across Washington State. This team confirms the Sheriff's Office ability to meet and maintain the WASPC accreditation standards. The assessors review our files for policies and procedures as well as documentation (proofs) showing that we are operating under the direction of those policies and procedures. Assessors will also interview employees of this Office to gather additional information. As part of the WASPC on-site process, assessors are encouraged to note areas where improvement can be made.

3.5 Accreditation Commission Review

- The WASPC Director of Professional Services or the on-site review team leader, the Sheriff, and our accreditation managers may appear before the Accreditation Commission to determine if we have met the standards and that the on-site review team has done a complete job. The Accreditation Commission forwards its recommendations to the WASPC Board of Directors for final consideration.

3.6 Executive Board Review

- The WASPC Executive Board will review the recommendations by the Accreditation Commission and will issue a final decision.

3.7 Award

- The Sheriff will be presented with a plaque, for successfully achieving and maintaining the professional standards as outlined in the WASPC Law Enforcement Accreditation Program.

3.8 Re-accreditation

- The Sheriff's Office will repeat the entire process. The reaccreditation process will be significantly less cumbersome as we will have established the accreditation philosophy and will keep the Sheriff's Office policies, procedures and records up to date. To maintain accreditation, we will be reaccredited every four years.

We will measure our success by:

- ✓ Successful on-site review and evaluation by the assigned Assessment Team.
- ✓ Successful review by the Accreditation Commission.
- ✓ Successful review by the WASPC Board of Directors (Executive Board).
- ✓ Recognition of award in meeting all accreditation standards.
- ✓ Provide for an annual review internally of our accreditation files to insure continued compliance.
- ✓ Provide proof-sheets for all standards requiring annual verification.
- ✓ Successful review process for reaccreditation and award.

Goal #4

Achieve and Preserve Agency Jail Accreditation Standards Through the Washington Association of Sheriffs and Police Chiefs (WASPC)

The purpose of Jail accreditation is to professionalize the Correctional industry by providing a review process for agencies to be certified as operating under industry best practices and standards.

Benefits of Accreditation Include:

- To increase public confidence in the agency
- To increase credibility
- To provide a systemized agency self-assessment
- To broaden perspectives
- To intensify administrative and operational effectiveness
- To ensure recruitment, selection, and promotion processes are fair and equitable
- To strengthen understanding of agency policies and procedures by agency personnel
- To improve agency morale and pride
- To decrease susceptibility to litigation and costly civil court settlements
- To potentially reduce liability insurance costs
- To provide state and local recognition of professional competence

Jail accreditation is not required by law but it is strongly suggested.

We will use the following strategies to meet the requirements of the accreditation process which occurs in eight phases:

- 4.1 Interest and Contract
 - We will work with WASPC's Director of Professional Services in developing and improving guidelines for the accreditation process and sign a contract.
- 4.2 File Maintenance
 - We will gather proof of our ability to meet the standards and proof of the Sheriff's Office institutionalization of the standards.
- 4.3 Self-Assessment
 - We will gather proof of our ability to meet the standards and proof of the Sheriff's Office institutionalization of the standards.
- 4.4 On-Site Assessment and Evaluation

- The on-site assessment team, as assigned by the WASPC Director of Professional Services, is a group of volunteer assessors from law enforcement agencies and corrections agencies across Washington State. This team confirms the Sheriff's Office ability to meet and maintain the WASPC Jail accreditation standards. The assessors review our files for policies and procedures as well as documentation (proofs) showing that we are operating under the direction of those policies and procedures. Assessors will also interview employees of this Office to gather additional information. As part of the WASPC on-site process, assessors are encouraged to note areas where improvement can be made.

4.5 Accreditation Commission Review

- The WASPC Director of Professional Services or the on-site review team leader, the Sheriff, and our accreditation managers may appear before the Accreditation Commission to determine if we have met the standards and that the on-site review team has done a complete job. The Accreditation Commission forwards its recommendations to the WASPC Board of Directors for final consideration.

4.6 Executive Board Review

- The WASPC Executive Board will review the recommendations by the Accreditation Commission and will issue a final decision.

4.7 Award

- The Sheriff will be presented with a plaque, for successfully achieving and maintaining the professional standards as outlined in the WASPC Jail Accreditation Program.

4.8 Re-accreditation

- The Sheriff's Office will repeat the entire process. The reaccreditation process will be significantly less cumbersome as we will have established the accreditation philosophy and will keep the Sheriff's Office policies, procedures and records up to date. To maintain Jail accreditation, we will be reaccredited every four years.

We will measure our success by:

- ✓ Successful on-site review and evaluation by the assigned Assessment Team.
- ✓ Successful review by the Accreditation Commission.
- ✓ Successful review by the WASPC Board of Directors (Executive Board).
- ✓ Recognition of award in meeting all accreditation standards.
- ✓ Provide for an annual review internally of our accreditation files to insure continued compliance.
- ✓ Provide proof-sheets for all standards requiring annual verification.
- ✓ Successful review process for reaccreditation and award.